

~~SECRET~~REGISTRY  
FILE *Meetings*

5. Deputies' Meeting (15 September 1970): In brief there follows the substance of discussion of the items on the Agenda for the Deputies' Meeting:

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a. Selection Out - It was agreed that Selection Out would be included [ ] but under the first paragraph "Scope" a separate paragraph will be devised to describe the provisions for Selection Out. It will be so worded so as to distinguish it clearly from the other elements of Involuntary Separation which are for cause.

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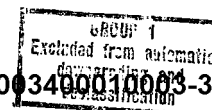
b. Employment of Negroes - After discussion it was agreed that we will take a "lean forward" attitude in stimulating the employment of Negroes. We will not, however, work against a set quota of numbers or percentages. Components that have no Negro employees are encouraged to employ a properly qualified Negro. It was mentioned that we could seek a Negro consultant such as [ ] as suggested by Larry Houston or [ ] [ ] as suggested by the Executive Director-Comptroller. We would use these individuals to make contacts at certain colleges and universities and other similar institutions with a view to asking those institutions to try and make available some of their better students for employment by CIA. Action on this is to Bob Wattles to organize such a program.

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c. Transfer of Junior Employees Between Directorates - The DCI asked that each Deputy lean forward in accepting transfers of junior employees between Directorates and make every effort to be accommodating in this regard. The instance that brought this to attention was where a GS-08 girl in DD/I sought a transfer for at least a year to another Directorate but without success. I want the Office of Personnel to keep the DD/S informed of any such case which is experiencing difficulties in transferring to the DD/S and the reasons therefor.

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d. CIARDS Retirement Quotas - The DCI reviewed the DD/S paper pointing out the problems of the near future on the severe limitations of a quota [ ] through 1974. There was a question as to whether we should restrict certain categories of applicants for qualification into the System and retirement from the System. The DCI does not, at this time, want any brakes put on the retirement criteria. We will wait and see how we fare on legislation.

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e. Senior Representative at the Army War College - The Deputies were advised that the DCI had approved for a one-year assignment such a representative. Hugh Cunningham will explore the duties and responsibilities of such an officer. Mr. Cunningham is to solicit nominations from the Directorates after he has established the requirements. Several Deputies expressed interest in making such a nomination.

f. Budget FY 72 - The Executive Director-Comptroller handed out to each Deputy a paper approved by the DCI showing the alternatives to meet the budget figure for FY 72. The fourth column representing a [ ] will be made known to OMB. In our briefing of OMB representatives we are to defend our full budget [ ] When questioned concerning the alternative reductions, we will defend the item and show the adverse results should this be included in reduction. A scenario will be worked out with PPB prior to the actual meeting with the BOB representatives.

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53 Sept '70

OP

### Employment of Negroes

Although percentages have remained constant, absolute number of negroes employed has increased in each of the periods studied:

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1958  
1964  
1967  
1970



Results of programs recently undertaken are not yet reflected in statistics; e.g. recruitment and training of marginally qualified clericals, negro Co-Op Program.

Average-grade statistics can be somewhat misleading; clerical recruitment and training program tends to reduce average grade, but is clearly a sign of progress. Negroes in grades GS-11 thru 14 are now seven times the number in those grades in 1958.

Upward-mobility job review has been initiated within the Support Directorate.

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[ ] memo points out some of the difficulties in recruiting negroes to work for CIA.

### Selection-Out

Gordon Stewart feels that the selection-out of people who are not equipped to meet the present and future needs of the Agency is entirely separate from the termination of people who have, in the past, failed to meet Agency standards, and that a separate regulation is necessary in order to avoid confusion and to facilitate the handling of appeals within the Agency.

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Bob Wattles' memo does not give his rationale, but apparently he and OGC feel that the present [ ] already provides for all types of involuntary terminations and need only be expanded to provide further clarification.

### Transfer of Junior Employees Among Directorates

Earlier plan (now held in abeyance) for inter-Directorate rotation did not specify grade levels; the two Support nominees were GS-14's; other nominees ranged to the super-grade level.

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More than  Support careerists are now serving in other Directorates, but performing support functions.

It is not clear what is meant here by "junior employees", but those to be rotated should not be so new to the Agency that they do not yet really know their own Directorate.

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Executive Registry

70-4651

4 September 1970

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
General Counsel  
Inspector General

SUBJECT : Agenda for Deputies Meeting on ~~Wednesday~~ <sup>TUESDAY</sup>,  
15 September 1970

At our meeting at 2:30 p.m. on ~~Wednesday~~ <sup>TUESDAY</sup> 15 September, the following topics will be discussed:

- a. Employment of Negroes. Please see attached memorandum to me from the Director of Personnel.
- b. Selection-Out. Please see attached memorandum to me from the Director of Personnel on a proposed change to Agency regulations to provide for Selection-Out.
- c. Transfer of junior employees among Directorates (no papers).



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L. K. White  
Executive Director-Comptroller

Attachments

cc: Director of Personnel

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downgrading and  
declassification

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Executive Registry
70-45741

31 AUG 1970

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Employment of Negroes

1. This memorandum, in paragraph 5, contains a recommendation for action.

2. Attached (Tab A) is a brief study which summarizes the Agency record in employment and distribution of Negroes over the past twelve years. Highlights are:

a. Relative numbers have not changed; Negroes were 5% of staff employees in 1958, and are 5% in 1970.

b. 14 components had no Negro employees in 1958. Today 12 have none, 12 have only 1 or 2, and 11 more have no professionals.

c. There has been a slight increase in average grade, from 4.75 to 6.3 (reflecting perhaps some grade escalation as well as advancement).

d. Advancement in professional grades has improved:  
1 GS-12 and 6 GS-11's in 1958; 1 GS-14, 6 GS-13's, 17 GS-12's, and 25 GS-11's in 1970.

3. The year-end figures, viewed comparatively over a span of years, give us a picture of an essentially static situation and suggest a need for positive efforts to break the pattern.

4. We are doing a few things now which are in the right direction. We will bring in next month about a dozen marginally skilled but intelligent Negro candidates for clerical jobs and provide training to bring their skills to usable levels. We are moving actively to enroll a few Negro students in the Co-op Program. We are examining the qualifications and records of current Negro employees, as a check on the way they are being managed and to see what developmental possibilities may be suggested. These are worthwhile but they are not enough; further positive action is needed to attract qualified Negro professionals

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to the Agency and to open up broader assignment possibilities within. In the months ahead we propose to:

a. Recruit a few of the best qualified Negro professionals we can find, and offer them for placement in components which have very few or none.

b. Make a special effort to find a few Negro candidates for the Career Training Program.

c. Examine the validity of the distribution pattern.

5. At Tab B is a proposed directive to the Director of Personnel which will highlight the area of concern and give me a basis on which to proceed. I recommend that you sign it.



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Robert S. Wattles  
Director of Personnel

Attachments

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31 July 1970

MEMORANDUM FOR: Director of Personnel

SUBJECT : Employment of Negroes

1. This memorandum, for information, summarizes a few salient facts concerning the Agency's employment and utilization of Negroes during the past several years. It offers no recommendations but, rather, suggests a few questions upon which we might usefully reflect as we view the Agency in the context of the times.

2. As a start, let's take a brief statistical look at where we were and where we are today. In June 1958, approximately the half-way point in the Agency's history to date, a summary was made with which we can compare the situation in June 1970.

1958

1970

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[redacted] employees on duty, [redacted] were Negroes.

Negroes.

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Mainly employed in lower GS grades and Wage Board schedules.

Same, though to a lesser degree.

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Concentrated in OL

In OL [redacted] and NPIC

[redacted], with CRS third with [redacted]

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Highest grade GS-12 (1 in ORR); 6 at GS-11.

1 GS-14 (OSR); 6 at GS-13; 17 GS-12's; 25 GS-11's.

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[redacted] in GS positions; [redacted] Wage Board.

Wage Board.

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[redacted] ponents; 14 components with none. 12 components with none.

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3. As a more detailed indication of trends during the 12-year period, we tabulated the year-end figures on number and distribution of Negro employees for FY's 1964, 1967 and 1970. The results are shown at Tab A. Quantitatively, we get a picture of an essentially static situation.

4. To get some measure of utilization, i.e., whether placement and progress appear reasonably good and commensurate with qualifications, we reviewed the files of [ ] people, selected at random from the total of [ ] employees who are at GS-07 and above. (This is a first installment; to round out the picture we propose next to review a proportionate number from [ ] who are below GS-07.) The results, in summary, are:

a. Director - 10 of 18 are GS-07 through 09. Of the 8 reviewed, all entered on duty as clerks, GS-02 to 05, and have advanced. Two are college graduates.

b. Support - [ ] are GS-07 through 12. Of these [ ] were reviewed. Eight have college degrees, and many more have had some college or technical school training. In only one case has progress appeared less than might have been expected; a B.S. in Commerce, minor in English, entered on duty in 1955 as a GS-03 Clerk-Typist and is now a GS-07 Secretary. The general pattern is good.

c. Clandestine Service - Of [ ] are at GS-07 through 13. [ ] were reviewed, of whom 25 are GS-07's in positions such as Intel Assistant, Ops Support Assistant, Info Control Assistant, Secretary-Steno. Of these 25, two have college degrees. The other 15 are college-trained professionals who seem to be advancing appropriately.

d. Intelligence - Of [ ] employees, [ ] are GS-07 through GS-14. [ ] were reviewed. Of these, 9 have college degrees, of whom 6 are at GS-09 or higher and 3 are GS-07.

e. Science and Technology - Of [ ] are GS-07 through 13. [ ] were reviewed, of whom 3 came in as clerks and have advanced; and 3 are college-trained professionals at 12 and 13.

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5. The foregoing suggests that we have managed well the Negroes we have employed, but we haven't employed many. Why? The reasons usually advanced are a mixture of fact, rationalization and untested assumption. It is true, for example, that we have had few qualified Negro applicants for the CT Program. We think it is true that professionally trained Negroes who enter public service tend to prefer more visible roles than we can offer. It is true that Negro applicants generally do not score well on our various tests, clerical or professional. Assignment possibilities for Negroes are limited in some areas of our activity. And so on. But it is also true that these factors could be modified considerably as obstacles to employment with some effort and experimentation. With the growing pressures in contemporary society to expand opportunities for minority groups and the disadvantaged, we might well reexamine the reasons for maintaining a static situation. Are there tangible reasons, for example, why 12 components should have no Negro employees, and another 11, which include some fairly common functions, should have none in professional levels?



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Deputy Director of Personnel  
for  
Recruitment and Placement

Attachment

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